MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2016/2017

MHP7233 – HUMAN PERFORMANCE TECHNOLOGY

(All sections / Groups)

13 JUNE 2017
2.00 p.m. - 4.00 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 8 pages including cover page with 5 Questions only.
2. Answer **ALL** questions in **Section A** (10 Marks)
3. Answer **THREE** of the **FOUR** questions in **Section B** (30 Marks)
4. Please print all your answers in the answer Booklet provided.

SECTION A

Instructions: Answer **all questions** in this section.

QUESTION 1 [10 MARKS]

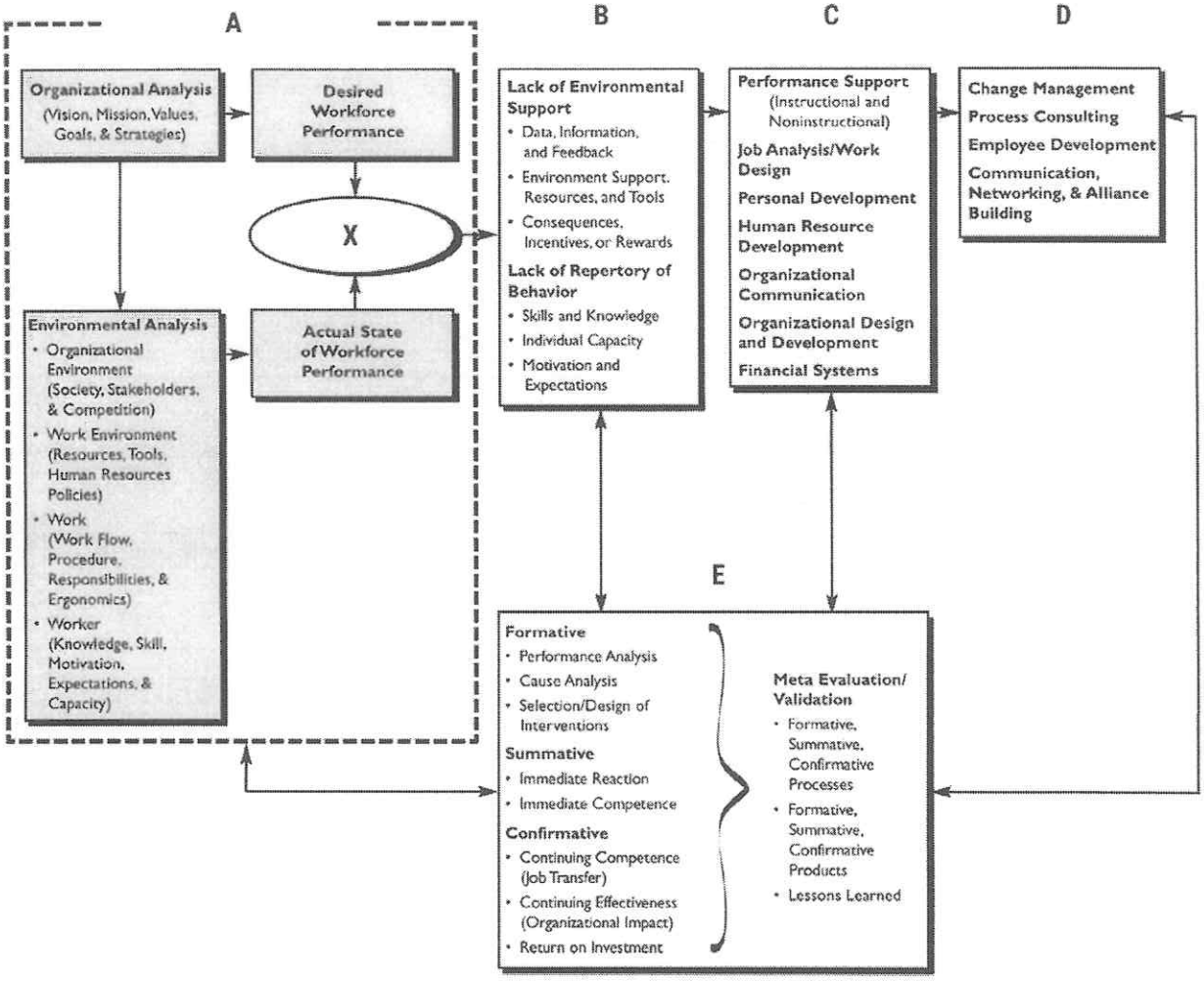

Figure 1 Human Performance Technology (HPT) Model

i.	Cause Analysis
ii.	Performance Analysis
iii.	Intervention Implementation and Change
iv.	Evaluation
v.	Intervention Selection, Design, and Development

Table 1 Performance Improvement Processes in random order

Continued ...

a) What is the definition of Performance Technology? (2 marks)

b) The paragraph 1 illustrates a traditional problem-solving approach in organization. Explain the distinctive approach of Human Performance Technology in contrast with the given paragraph 1. (3 marks)

Para.	
1	"the traditional approach to problem solving usually deals with groups or departments and focuses on a single defined concern. For example, reengineering usually focuses on a particular process or job design as an approach to improve productivity." *Source:* Van Tiem, Darlene, James L. Moseley, and Joan C. Dessinger. *Fundamentals of Performance Improvement: Optimizing Results Through People, Process, and Organizations*. John Wiley & Sons, 2012.

c) With reference to **Figure 1** and **Table 1** match two groups. (3 marks)

	figure 1	table 1
1)	**A**	**i**
2)	**B**	**ii**
3)	**C**	**iii**
4)	**D**	**iv**
5)	**E**	**v**

d) Write down the name of process **X** in **Figure 1** and explain the purpose of this process and the tasks to be performed by analyst during this process. (2 marks)

Continued .....

SECTION B

Instructions: Answer **3 questions** in this section.

QUESTION 2 [10 MARKS]

a) Explain the difference in its purpose and desired outcome between **A** and **B** in **Figure 1** (in section A). (4 marks)

b) **Table 2** shows nine performance variables in performance analysis. Explain the definitions of the three needs (goal, design, Management). (6 marks)

	Three Performance Needs That Determine Overall Performance at Each Performance Level...		
Performance Levels	**Goals**	**Design**	**Management**
Organization Level	Organization Goals	Organization Design	Organization Management
Process Level	Process Goals	Process Design	Process Management
Job/Performer Level	Job/Performer Goals	Job Design	Job/Performer Management

Table 2 Anatomy of Performance

Continued ...

QUESTION 3 [10 MARKS]

Para.

2 **Overview**

The Simonini Company, located in the metropolitan area of greater Pittsburgh, Pennsylvania, produced baskets of all sizes, shapes, and colors, for all occasions and functions. Baskets produced for special holidays and at seasonal times were big sellers for this small company of 1,275 employees. The people were proud of their jobs and prouder of their exemplary work record and stellar job performance. Rewards and incentives were not uncommon to these folks. A banner in their workplace read: "If we cannot find you a basket, we'll make one for you. "The training manager was studying protocol and applications for International Standards Organization (ISO) certification later in the year.

Situation

Basket sales were declining over the previous year's receipts. All indications pointed to a 35 percent decrease in sales. There were increasing complaints from customers that the product was not what it used to be. The baskets were looking cheap and lopsided, not sturdy; in general, they represented poor craftsmanship. Concurrent with the product concern was an employee concern. Workers were asking to transfer out of the work unit to other units of the organization. The former manager, a benevolent, firm-but-fair fatherly figure, had recently retired. A new, freshly scrubbed college graduate was hired to replace him. She was clothed in creative genius but lacked experience. In fact, she had no previous work experience. Where the previous manager had offered feedback, she complained. Where the previous manager's feedback had been frequent and performance-related, hers was infrequent, neither timely nor helpful, personal and, sometimes, unfair. Enter Beth Zoloft, a trusted, seasoned employee who had worked in various capacities in the company for the past I I years. Zoloft was asked by the company's president to devote three months' time to examining the unit's work performance and account for employee turnover and product quality concerns.

Intervention

Beth Zoloft took the bull by the horns. She first observed people in the unit; then she interviewed each of them. She went out to the stores that carried her product in the greater Pittsburgh area to discover their concerns about the product's quality. All in all, she spent more time with employees and clients than anyone else had spent. People inside the plant perceived her as one of them. Those outside the plant saw her as customer-driven and devoted to total quality.

Results

Zoloft began to coach the newly hired manager. She gave the young woman job and people-handling advice. Zoloft helped the manager set goals, analyze barriers, and plan future activities for the unit. She taught her how to give feedback that was timely, constructive, and work-related. It wasn't long before workers began to feel appreciated and took a more active interest in the quality of their work. Complaints began to decrease and people began to smile again. Customer service and product quality were once again becoming familiar themes at Simonini's. At the manager's request, Zoloft helped the young woman with career development and career assessment concerns. As this effort drew to a close, the young manager was preparing to leave the company to use her psychology degree in a recruiting capacity for the Joseph Horne Company.

Continued ...

Lessons Learned

1. Feedback, if properly given, is a valuable intervention to increase performance.
2. Coaching (and mentoring) are based on relationships of trust.
3. Coaches provide relevant positive and negative feedback to improve performance and potential.
4. Quality and customer service are PT issues and everybody's concerns.

Source: Ibid, Chapter 5.

a) With reference to Paragraph 2 explain four essential foci of action plan for **the implementation of personal development intervention**.

(5 marks)

b) With reference to Paragraph 2 explain the difference between **mentoring and coaching**.

(5 marks)

Continued ...

QUESTION 4 [10 MARKS]

Para. **New French Law Bars Work Email After Hours**

3 A new French law establishing workers' "right to disconnect" goes into effect today. The law requires companies with more than 50 employees to establish hours when staff should not send or answer emails. The goals of the law include making sure employees are fairly paid for work, and preventing burnout by protecting private time. French legislator Benoit Hamon, speaking to the BBC, described the law as an answer to the travails of employees who "leave the office, but they do not leave their work. They remain attached by a kind of electronic leash—like a dog."

While the measure may seem like a boon to workers, it was reportedly the most broadly supported measure of a comprehensive labor package passed in May. The package as a whole was primarily oriented to liberalizing France's job market, including by making it easier to fire workers, and sparked widespread protests.

The email restrictions could provide a benefit to both workers and businesses, by making employees more relaxed and effective. As NPR points out, academic studies have found that workplace email is a significant source of stress. A group of Stanford business professors have estimated that workplace stress added between $125 and $190 billion dollars per year to America's healthcare costs, amounting to between 5 and 8% of total costs. Overwork accounted for $48 billion of that.

Those healthcare costs are largely borne by employers, along with the drag of irritable or absent employees worn down by the colonization of their private lives.

Recognizing this, major European corporations have made attempts on their own to reduce the risks of burnout and overwork for employees. In 2012, Volkswagen blocked all emails to employees' Blackberries after-hours. Daimler took the step of deleting all emails received by employees while on vacation. The German labor ministry enacted an only slightly less sweeping ban in 2014, prohibiting managers from calling or emailing staff after work hours, except in an emergency.

Source: Morris, David Z. "New French Law Bars Work Email After Hours." *Fortune* 1 Jan. 2017.

a) With reference to Paragraph 3, discuss the considerations (more than 3) which are necessary for **the implementation of an organizational communication system**. (5 marks)

b) With reference to Paragraph 3, discuss your opinion whether work email after hours has to be barred or not for general office workers. Your answer has to focus on the advantages and disadvantages of e-mail as an organization information system.

(5 marks)

Continued ...

QUESTION 5 [10 MARKS]

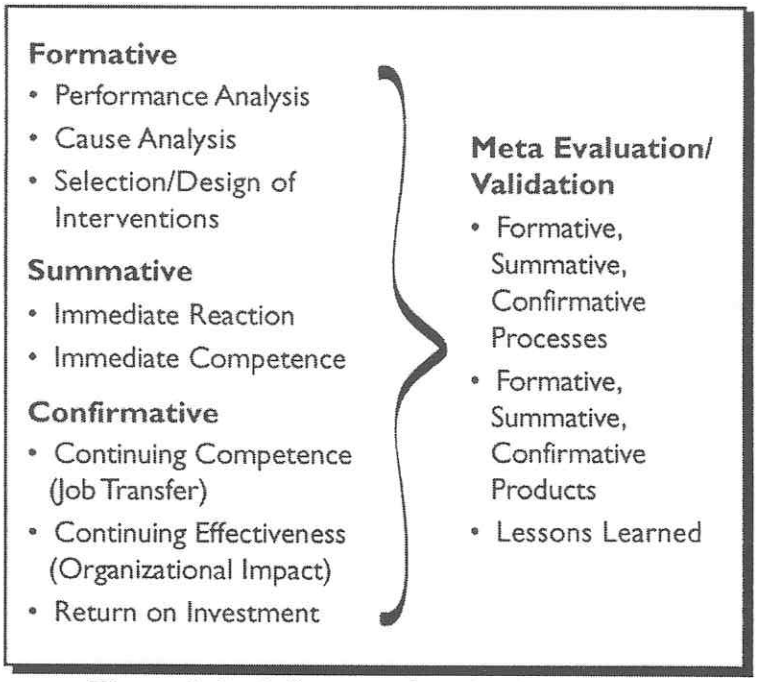

Figure 2 the full scope of evaluation in HPT

a) With reference to **Figure 2** above explain **the purpose and timing** of formative, summative, and confirmative evaluation in HPT.

(5 marks)

b) With reference to **Figure 2** above explain **the purpose of type 2 meta evaluation** in HPT. (more than 3)

(5 marks)

End of Paper.